

Sustainability report 2024

Verbrugge International B.V.

www.verbruggeinternational.com

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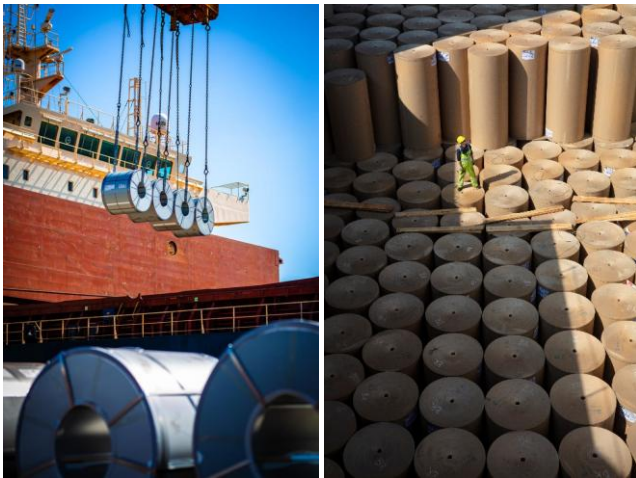


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1. Company

1.1 CEO Foreword

At Verbrugge International B.V., we believe that sustainable logistics go hand in hand with operational excellence. Our organization plays a vital role in the European logistics chain, and with that role comes the responsibility to lead by example; on safety, integrity, and environmental stewardship.

In a rapidly changing global context, we have deepened our commitment to Corporate Social Responsibility (CSR). From emissions reduction and safety training to ethical governance and community involvement, our people are at the core of everything we do. This CSR report outlines our key activities, achievements, and ambitions across environmental, social, and governance (ESG) themes.

We remain committed to continuous improvement, ensuring that sustainability becomes not just a goal, but part of our identity.



Martin
Chief
Verbrugge
December 31, 2024

Executive
International

Verbrugge
Officer
B.V.

1.2 About Verbrugge: Who We Are, What We Do

Verbrugge International B.V. is a leading logistics service provider with deep expertise across multiple product markets. Strategically located in the Netherlands, we serve as a vital “gateway to Europe,” providing port-based logistics, warehousing, cargo handling, and multimodal transportation solutions.

Our strength lies in our customer-centric mindset, operational excellence, and strong safety culture. As a family-owned business with a forward-looking perspective, we prioritize innovation, sustainability, and long-term partnerships.

1.3 Vision, Mission, and Core Values

Vision

To be the trusted, innovative, and high-quality partner in logistics; delivering storage, transport, and supply chain solutions with integrity, care, and sustainability at the core.

Mission

We aim to build long-term partnerships by providing flexible, safe, and environmentally responsible logistics solutions. We empower our people and optimize our assets to exceed expectations and deliver consistent value.

Core Values

At Verbrugge International B.V., our core values are the foundation of how we operate, make decisions, and interact with our stakeholders. These values are clearly defined and visualized in our organizational framework:

- **Safety and Quality** (*Veiligheid en Kwaliteit*)
- **Customer Passion** (*Passie voor Klanten*)
- **Creativity and Innovation** (*Creatief en Innovatief*)
- **People and Environment** (*Mens en Omgeving*)
- **Integrity** (*Integriteit*)
- **Entrepreneurship** (*Ondernemerschap*)

These six pillars form the cultural and ethical compass of Verbrugge, guiding us toward sustainable success and meaningful stakeholder relationships.



1.4 Governance and Organizational Structure

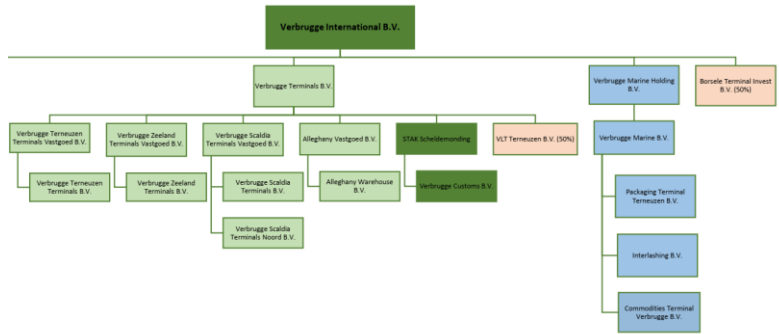
Verbrugge International B.V. operates under a two-tier governance structure, ensuring strong oversight and clear accountability.

- **Executive Board (as of December 31, 2024):**
 - Mr. Marcel J. Verbrugge, Chief Executive Officer (CEO)
 - Mr. M. Paulus, Chief Commercial Officer (CCO)
 - Mr. C.P. Broeren, Chief Financial Officer (CFO)
- **Supervisory Board:**
 - Mr. M. Duynstee
 - Mr. J. Moulant
 - Mr. A. Thouret
 - Mr. L. Ruijs
 - Mr. J.P. van der Peijl
 - Mr. A. Borg

Our organizational structure supports clear lines of responsibility and efficient decision-making, allowing us to maintain operational agility across all terminal locations.

To strengthen ESG integration, a Sustainability Committee was formed in 2024, composed of cross-functional leaders. The committee guides sustainability strategy, monitor progress, and coordinate internal and external ESG communication.

Organizational Chart as of December 31, 2024



1.5 Stakeholder Engagement and Materiality Assessment

Operating in a complex stakeholder landscape, Verbrugge actively engages with:

- Local and regional communities and municipalities
- National and EU policymakers via industry associations
- NGOs and sustainability advocacy groups
- Clients and supply chain partners

In 2024, we conducted a Materiality Assessment to identify and prioritize the sustainability topics most relevant to our stakeholders and our business. The results shaped the seven key themes of our CSR strategy:

1. Carbon footprint
2. Safety
3. Anti-corruption
4. Training and education
5. Circular economy
6. Supply chain responsibility
7. Community engagement

We are proud members of multiple industry bodies including Portiz, Flushing Port Council, Port Connect, VNO-NCW, and Masterclass Safety. These are platforms through which we advocate for responsible, future-ready logistics practices.

2. Environment (E)

2.1 Environmental Policy & Strategy

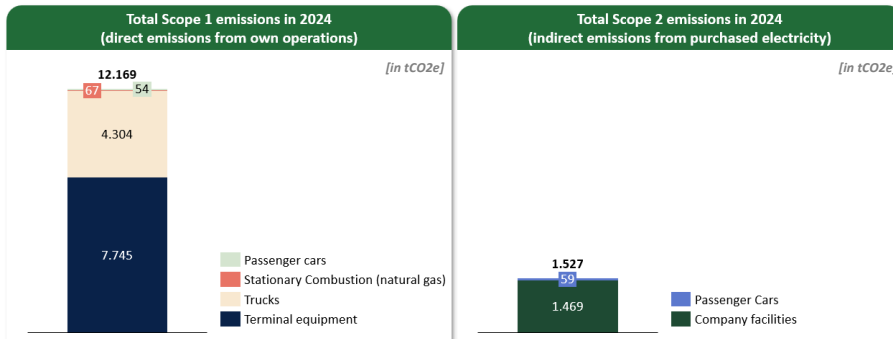
Sustainability is one of the key drivers of Verbrugge International B.V.'s long-term strategy. Our environmental approach is aligned with five strategic pillars: customer orientation, operational efficiency, employer of choice, innovation, and internationalization.

In 2024, we advanced several R&D initiatives that support the United Nations Sustainable Development Goals (UNSDGs) and enable us to measure our contribution to global sustainability efforts. Key priorities included energy transition, emissions reduction, circularity, and biodiversity protection; guided by a materiality assessment and our core values.

2.2 CO2 Emissions: Scope 1 & 2

Verbrugge International B.V. monitors and reports its greenhouse gas (GHG) emissions in accordance with the internationally recognized Greenhouse Gas Protocol. For the year 2024, the combined Scope 1 and Scope 2 emissions amounted to **13,697 metric tons of CO₂ equivalent (tCO₂e)**. These emissions primarily result from fuel consumption across terminal operations and our truck fleet (Scope 1) and electricity usage at our facilities (Scope 2).

Our emissions data is compiled based on internal energy use records and verified emission factors in accordance with the GHG Protocol. Although Scope 3 emissions are not yet fully mapped, Verbrugge is currently executing a phased and structured approach to improve data collection and granularity across upstream and downstream activities. This will enable a more complete picture of our Scope 3 carbon footprint and inform targeted emission reduction strategies in the years to come.



2.3 Energy Use & Renewable Energy

We actively reduce our carbon footprint through energy efficiency and renewable energy investments:

- **Solar Energy:** Rooftop solar installations at VST and VZT terminals form one of the largest solar parks in the EU.
- **LED Lighting:** Over 176,400 m² of warehouse space has been converted to LED lighting.
- **Blue Diesel:** Introduction of Blue Diesel for >100-ton cranes in 2024, extending fuel lifespan and reducing emissions.
- **Electrification:** Infrastructure at VZT was adapted to accommodate mobile electric cranes.
- **Renewable Share:** In 2024, 70% of electricity used was self-generated from renewable sources, with a target of 90% by 2025 and 100% by 2026.

2.4 Waste Management & Circularity

As terminal waste streams grow in complexity (e.g., containerized and big bag cargo), we have implemented enhanced waste separation and recycling practices. Despite increasing volumes, we reduced residual waste in 2024 through:

- Improved recycling infrastructure
- Refined waste intake controls
- Regular reviews of waste stream classifications

2.5 Biodiversity

Our terminals border the Natura 2000-protected Westerschelde estuary. As part of our biodiversity stewardship:

- We protect nesting areas of local bird species (e.g., herring gulls, oystercatchers) by temporarily suspending operations near active nests.
- In 2024, two additional duck nesting platforms were placed in drainage areas.
- Green zone mowing schedules were adapted to encourage wildlife and increase the wild duck population.

We recognize the importance of preserving coastal and marine biodiversity and align our practices with UNSDG 14: Life Below Water.

2.6 Environmental Compliance & Permits

All terminal activities are fully compliant with Dutch and EU environmental regulations. We maintain valid environmental permits for our major terminals (VST, VZT, VTT, VTB), and are subject to regular audits and inspections.

Key Permits & Regulations:

- **ADR:** We handle both hazardous and non-hazardous goods in compliance with ADR (European Agreement on Dangerous Goods by Road).
- **ISPS:** All sites comply with International Ship and Port Facility Security (ISPS) standards.
- **BRZO / Seveso III:** VST is a registered Seveso site for hazardous substances. In February 2024, an inspection was conducted with all findings addressed on schedule.

Additional site-specific permit updates in 2023–2024 included:

- **VZT:** Permit revisions for expanded bulk goods handling and military logistics under Dutch “Bevi” law.
- **VTT & VTB:** Infrastructure and environmental updates for new silo construction, rail unloading, and belt system renovations.

2.7 Environmental Incidents

In 2024, 7 environmental incidents were reported, down from 9 in 2023 and 19 in 2022. Most involved small oil spills due to vehicle use. Improved incident reporting and awareness campaigns helped increase near-miss registrations and overall control of environmental risks.

All incidents are logged in our central incident management system, allowing for trend analysis and targeted corrective actions.

2.8 Sustainable Procurement

Our procurement practices are built on fairness, transparency, and long-term sustainability.

Supplier Code of Conduct

Suppliers are expected to comply with our Supplier Code of Conduct, which includes standards on:

- Ethical business practices
- Labor and human rights
- Environmental impact
- Compliance with relevant laws and regulations

Evaluation Process

New and existing suppliers are subject to a standardized supplier evaluation process, which includes:

- ESG criteria (environmental, social, governance)
- Health & safety performance
- Compliance with contract terms and purchasing conditions

In 2024, we began integrating sustainability questions into supplier onboarding and performance reviews, aligned with EcoVadis expectations.

3. Social (S)

3.1 Workforce Composition

As of 2024, Verbrugge International B.V. employs **472 staff members**, operating across four terminals. Our workforce represents a broad range of roles; from dockworkers, crane operators, and logistics planners to safety specialists and administrative professionals.

Gender Diversity

While our industry remains traditionally male-dominated, we are committed to building a more inclusive workforce. In 2024, women represented **19% of total employees**, a steady increase in recent years.

Age Demographics

The **average employee age** in 2024 was **47 years**, reflecting a stable and experienced workforce. Targeted recruitment efforts have attracted younger professionals between 2021-2024, helping ensure generational continuity and knowledge transfer.

3.2 Health & Safety

At Verbrugge, safety is deeply embedded in our culture and day-to-day operations. We are committed to achieving zero harm, guided by the conviction that every employee deserves to return home safe and healthy every day. As a cornerstone of our operations, we have dedicated section 5. Operational Excellence & Safety to further elaborate on our health and safety initiatives.

2024 Key Safety Metrics

In 2024, we recorded **14 workplace accidents resulting in lost time**; defined as injuries causing an employee to miss one or more full working days, excluding the day of the incident. These are classified as Lost Time Injuries (LTIs). Our internal target remains zero LTIs, as we strive to eliminate all preventable accidents.

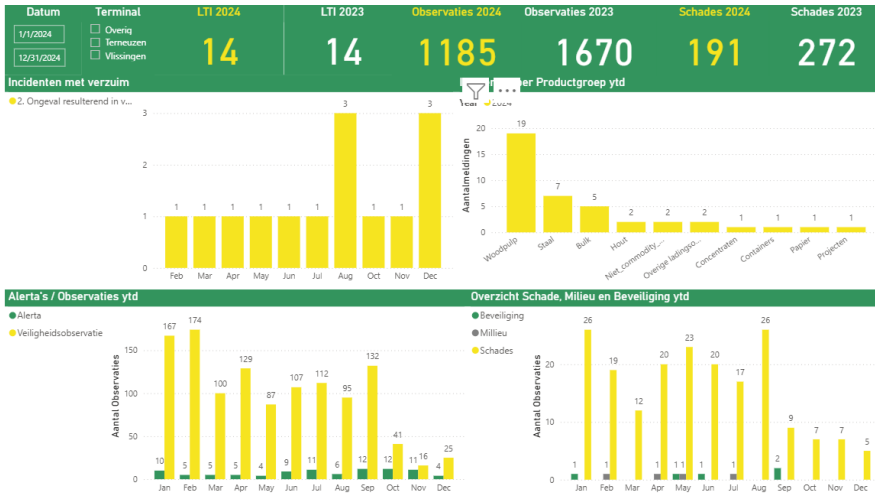
To promote a safe working environment, we closely monitor key safety indicators, including the absenteeism rate and the number of Alerta safety reports submitted, the latter totaling **1,185 for the year**. These reports play a critical role in identifying and mitigating potential hazards before they lead to injury.

Behavioral safety remains a central focus of our strategy, particularly through proactive prevention campaigns aimed at reducing risks related to slips, trips, falls, and work at height. We also emphasize onboarding, with a goal of ensuring that **100% of new employees** receive comprehensive health and safety training.

Our commitment is clear: to continuously improve our safety culture and protect the wellbeing of every employee.

Metric	2024	Target
Lost Time Injuries (LTI)	14	0
Percentage of new employees informed about health and safety procedures	100%	100%

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3.3 Training & Development

Investing in people is central to our growth strategy. In 2024, we delivered 211 training sessions via our in-house Verbrugge Training Center (VOC).

Training Focus Areas

- Leadership: Senior managers and first-line supervisors participated in VIC leadership programs focused on identifying and addressing unsafe behaviors.
- E-learning: We launched multiple e-learning modules to expand reach, especially during COVID-affected periods.
- Practical Skills: Since 2016, up to 30 students per year train to become dockworkers under supervision of experienced mentors.

3.4 Working Conditions & Labor Relations

Verbrugge supports open dialogue, transparency, and fair labor practices across all levels.

The Works Council (*Ondernemingsraad*) plays a vital role in employee representation and social dialogue. In 2024, the council held eleven formal meetings with the Directors Team, surpassing its annual target of six.

We adhere to all Dutch labor laws and provide safe working conditions, regulated rest times, and access to professional health services. Our absenteeism policy includes proactive engagement between supervisors, HR, and health professionals to support reintegration.

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Metric	2024	Target
Number of social dialogue meetings	11	6 per year

3.5 Community Engagement

We are proud to be an active participant in the communities where we operate. Our outreach focuses on education, health, safety, and inclusion.

Key Projects in 2024

- Donated new playground equipment for the Nieuwdorp community
- Continued support for the Royal Dutch Lifeboat Institution (KNRM) with contributions per moored vessel
- Sponsored educational and social initiatives through local schools and sports associations

Total Community Support Funding (2024):

- €25,000+

3.6 Diversity, Equity & Inclusion (DEI)

At Verbrugge International B.V., we believe that fostering an inclusive and equitable workplace benefits everyone. We are committed to creating an environment where individuals from all backgrounds feel welcome, respected, and supported.

We continue to explore ways to enhance diversity and representation across our organization, recognizing that inclusion drives collaboration, innovation, and long-term success. This includes ongoing efforts in recruitment, training, and professional development, with a focus on equal opportunity for all.

We are also proud to support early career development through partnerships with regional educational institutions (e.g., ROC Vlissingen), helping to create pathways into our industry for the next generation.

4. Governance (G)

4.1 Ethics & Compliance

Verbrugge International B.V. upholds a strong ethical foundation in all aspects of business. Integrity is one of our core values and the cornerstone of our corporate culture.

Code of Conduct

Our Code of Conduct outlines expectations for ethical behavior across all levels of the organization. It covers topics such as:

- Anti-corruption and anti-bribery
- Fair competition and non-discrimination
- Human rights and labor conditions
- Environmental responsibility
- Supplier and third-party conduct

Whistleblower Policy

We maintain a secure and confidential whistleblower mechanism, allowing employees and partners to report suspected misconduct without fear of retaliation. All reports are reviewed by the appropriate compliance or HR team and followed up in accordance with internal protocols.

Sanction Policy

In 2024, our sanction policy was reviewed and updated to comply with evolving EU legislation, particularly regarding international trade and politically exposed entities.

4.2 Risk Management

We apply a proactive and structured approach to identifying, assessing, and mitigating risks across our operations. Key focus areas include:

- Occupational health and safety
- Environmental incidents (e.g., spills, emissions)
- Supply chain disruption
- Cybersecurity and data privacy
- Regulatory compliance

Risks are monitored through internal audits, ISO management systems, and cross-functional safety and compliance committees. Each risk area has an assigned owner within the leadership team to ensure accountability and responsiveness.

4.3 Data Privacy & Confidentiality

We are committed to protecting the privacy and personal data of employees, clients, and partners. Our data management practices adhere to the General Data Protection Regulation (GDPR) and other applicable laws.

In 2024, we took steps to further:

- Improve employee awareness via internal GDPR training
- Strengthen IT access controls and authentication methods
- Update internal documentation on data processing activities

All external data processors are required to sign Data Processing Agreements (DPAs) to ensure full compliance.

4.4 Committee Oversight

A Sustainability Committee is formed, composed of key internal stakeholders across operations, HR, compliance, and finance. This committee will:

- Define ESG objectives and KPIs
- Monitor progress against targets
- Coordinate internal ESG initiatives
- Prepare for external sustainability audits

Additionally, our Directors Team and Supervisory Board play an oversight role in risk, compliance, and ethics-related matters through regular performance reviews.

5. Operational Excellence & Safety

5.1 Overview of Safety Programs and Results

At Verbrugge International B.V., safety is not just a priority; it is a fundamental pillar of operational excellence. We are committed to achieving zero harm and fostering a culture where safety is deeply embedded in every aspect. Our belief is simple: every employee deserves to return home safe and healthy every day.

Our group-wide safety program is centered around the I-CARE Compass, developed and implemented through the Verbrugge Information Center (VIC). In 2024, this program continued to evolve, expanding its organizational reach and reinforcing behavior-based interventions with measurable results.

Safety Compass (I-CARE Program)

Our company-wide I-CARE Safety Compass defines seven principles for safe behavior:

I LEAD BY EXAMPLE
I PLAN AHEAD
I STICK TO THE PLAN
I TAKE ACTION IN AN UNSAFE SITUATION
I EMPOWER OTHERS TO WORK SAFELY
I ALWAYS PREPARE FOR EMERGENCIES
I AM FIT FOR DUTY

These values are supported by tools like VIC (Verbrugge Information Center) and Alerta reporting cards, empowering employees to proactively report risks.

5.2 Safety Certifications

To ensure high-quality, standardized practices, all terminals operate under an integrated management system, certified in:

- ISO 9001:2023 – Quality Management
- ISO 45001:2023 – Occupational Health & Safety
- ISO 14001:2023 – Environmental Management

In Q1 2024, we successfully completed our annual recertification audit, expanding the multi-site certification to include additional business units.

5.3 Prevention, Reporting & Campaigns

Preventing workplace incidents begins with awareness, education, and empowerment. In 2024, we emphasized proactive safety efforts and continuous learning to build a resilient safety culture.

Key 2024 actions included:

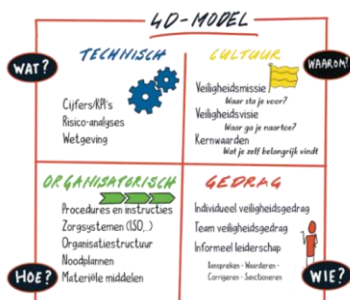
- VIC Safety Campaigns focused on slips, trips, falls, and working at heights
- Mandatory onboarding training covering health and safety procedures for 100% of new employees
- Behavior-based safety observations (via VIC tools) rolled out across all departments
- Alerta card reporting system to encourage proactive safety feedback from the floor

VIC Rollout:

- 80 supervisors trained in leadership and risk observation
- Executive team fully onboarded
- E-learning safety modules launched across operational roles

5.4 Our 4D Safety Model

Verbrugge International B.V. applies a comprehensive 4D Safety Model to anchor safety across every level of the organization. This 4D model provides a holistic and integrated framework for safety management:



- **Technical (Technisch)** – What: Defines the system, including legislation, risk assessments, and performance metrics.
- **Cultural (Cultuur)** – Why: Anchors safety in the company's mission and values, encouraging employees to see safety as personally meaningful.
- **Organizational (Organisatorisch)** – Hoe: Aligns responsibilities, procedures, training, and resources to ensure safe operations.
- **Behavioral (Gedrag)** – Who: Focuses on leadership at every level, peer-to-peer accountability, and recognition of safe conduct.

The 4D model strengthens our I-CARE safety program, supports VIC campaigns, and drives our continuous improvement efforts. It is through this integrated approach that we not only comply with international standards but also cultivate a workplace where safety is second nature.

By aligning our programs, metrics, and culture with the principles outlined in Chapter 3.2, we reaffirm our commitment to protecting the wellbeing of every employee and building a truly safe and sustainable work environment.

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6. ESG Impact Dashboard (2022-2024)

Verbrugge International B.V. is committed to transparent, data-driven ESG performance. The following dashboard highlights our progress across key sustainability indicators between 2022 and 2024, reflecting internal targets, regulatory priorities, and stakeholder expectations.

6.1 Key ESG metrics

Indicator	2024	2023	2022
Employees (headcount)	472	496	466
Lost Time Injuries (LTI)	14	14	18
TRIR* (Total Recordable Incident Rate)	37.22	34.56	TBN
Absenteeism Rate	7.20%	7.20%	7.59%
Environmental Incidents (reported)	7	9	19
Electricity Consumption (kWh)	7,333,698	6,500,438	7,654,999
National Gas Consumption (m ³)	32,029	34,404	37,201
Total Scope 1 & 2 Emissions (tCO ₂ e)	13,697	11,647	12,990
Community Support Contributions (€)	~€25,000	~€25,000	~€25,000

Note: "TBN" indicates data to be finalized during Q3 2025.

6.2 Performance vs. Internal Targets (Selected KPIs)

Target	2024 Performance	Status
Zero Lost Time Injuries (LTI)	14 LTIs reported	● Not met
100% onboarding health and safety procedures information coverage	Achieved	● Achieved
6 social dialogue meetings	Achieved, 11 meetings	● Achieved
90% electricity from renewable sources (by 2025)	70% achieved in 2024	● On track
Expand ISO 9001/14001/45001 multi-site certification	Completed Q1 2024	● Achieved
80% exit interview completion rate	Program launched; baseline being established	● In progress
100% of external suppliers informed of code of conduct	Code distributed, tracking implementation in 2025	● In progress

6.3 High-level Commentary by ESG Theme

Environment (E)

2024 saw improvements in energy efficiency and waste management, alongside sustained reductions in gas consumption and environmental incidents. Scope 1 emissions remain the primary challenge, though efforts such as Blue Diesel, electrification, and solar expansion are driving progress.

Social (S)

Health and safety performance improved in reporting quality and employee engagement. Onboarding and social dialogue indicators show positive trends, though LTI rates require continued attention in 2025.

Governance (G)

Progress was made in responsible procurement and ethics frameworks, including the updated whistleblower and sanction policies. The Sustainability Committee's formation will provide stronger ESG oversight in 2025.

6.4 2025-2026 ESG Priorities

As Verbrugge International B.V. continues to strengthen its commitment to sustainable and responsible business practices, we continue to improve our Environmental, Social, and Governance (ESG) performance. Below are a few highlights of our key priorities for the coming year that reflect our ambition to professionalize our sustainability approach and integrate it more deeply into operations, decision-making, and culture:

Environmental Priorities

- Transition to 100% renewable electricity
- Further electrify terminal equipment and reduce reliance on fossil fuels
- Improve waste reduction and recycling practices across sites
- Integrate sustainability criteria into procurement decisions and supplier evaluations
- Conduct a comprehensive, activity-based GHG footprint analysis, including Scope 1, 2, and key Scope 3 categories
- Enhance data collection systems to enable more accurate and consistent Scope 3 reporting

Social Priorities

- Foster an engaged and inclusive workforce through continuous dialogue and feedback
- Ensure new employees are informed and engaged around key ESG topics such as health and safety
- Strengthen understanding of employee experiences and retention through exit interviews

Governance and Strategic Integration

- Complete the establishment of the Sustainability Committee, including a structured agenda and regular meeting cadence to steer and monitor progress
- Formalize PDCA (Plan-Do-Check-Act) cycles for all material sustainability topics to ensure continuous improvement
- Strengthen governance structures and reporting processes to ensure transparency and accountability

These priorities form the foundation of our evolving ESG roadmap and will be further refined through stakeholder engagement, policy development, and ongoing performance monitoring.